

Adult Social Care Overview & Scrutiny Committee

16th November 2022

Council Plan 2022-2027 Integrated Performance Report Quarter 2 2022/23

Period under review: April to September 2022

Recommendations

That the Committee considers and comments on Quarter 2 organisational performance, progress against the Integrated Delivery Plan, management of finances and risk.

1. Executive Summary

- 1.1 The wider national context is a critical frame within which to view the Council's performance. The UK is experiencing the consequences of both significant political, global and macro-economic turbulence, including two recent changes of UK Government, the impact of the Pandemic, and the war in Ukraine. High inflation, rising interest rates and the resulting fiscal challenges are impacting the cost of living, increasing pressure on an already tight labour market, demand for public services and public finances.
- 1.2 Such an unprecedented combination of events at a global and national level leaves the country facing a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and increased uncertainty about a number of key national policy areas including Adult Social Care reform, devolution, levelling up and climate change.
- 1.3 Inevitably these factors, which were not anticipated at the time the Integrated Delivery Plan and the Performance Management Framework were developed, are impacting on our priorities, focus, capacity and project delivery timescales. The reporting of performance will track and highlight these impacts on delivery and performance, and inform the basis of prioritising activity and resource allocation as we undertake the refresh of the Integrated Delivery Plan.
- 1.4 This report summarises the Council's performance at the end of the second quarter (April-September 2022) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Quarter 2 Integrated Performance and Finance reports Cabinet considered on the 10th November. Performance is

assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework. This is summarised in Section 2 and more fully presented within Appendix 1.

- 1.5 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.
- 1.6 Management of Finance is summarised in Section 4 and the summary table is presented in Appendix 3.
- 1.7 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.
- 1.8 The paper sets out a combined picture of the Council's delivery, performance and risk. Officers are still embedding this new approach and performance framework, and a number of new measures will not be available until Year End. The format and content of these integrated performance reports will continue to evolve over the course of the current financial year.
- 1.9 Overall Quarter 2 has seen a marginal decline in performance compared with the Quarter 1 position, reflecting the increasingly volatile, uncertain, and high-risk external environment, which is impacting on resources and the wider economic environment, capacity and uncertainty about a number of key policy areas.
- 1.10 There are 11 KBMs within the remit of this Committee, 8 KBMs are available for reporting this Quarter and the following table indicates an assessment of performance, compared to Quarter 1:

Quarter	On Track	Not on Track
1	78% (7)	22% (2)
2	75% (6)	25% (2)

- 1.11 Appendix 1 details performance for all measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the 2022/23 Performance Portal accessible through this [link](#).
- 1.12 There are some key emerging themes highlighted by this report, including:
 - Increasing demand being reported in services within the People Directorate; and,
 - Capacity issues are being cited as impacting delivery across the organisation. Difficulties in recruiting and retaining staff in a highly constrained national and local labour market are reflected within the commentary on the Integrated Delivery Plan and performance; given significant and growing financial/inflationary pressures, there is no easy solution to these strategic workforce issues, which are being considered by our HR Strategy team.

- 1.13 Notable aspects of positive performance for specific measures include:
- The number of providers that exit the care home, domiciliary care of Supported Living markets, in Warwickshire, through Business failure, which has consistently remained at 0 across a considerable time period; and,
 - The % of people open to Adult Social Care with eligible needs living in the community with support under the age of 65 has remained stable and above the target.
- 1.14 The main performance challenges relate to:
- The number of people supported in residential or nursing care: over 65, which is on an upwards trajectory due to increased placements from the community and discharges from hospitals.
- 1.15 The report sets out services' projected performance trajectory, which recognises a more volatile than usual environment as a result of external factors.
- 1.16 The position is also positive in terms of delivery of the 28 Adult Social Care actions set out in the Integrated Delivery Plan, with 85% being On Track and 3% Complete. Seven percent of actions are At Risk, and it is these actions which are reported on in Appendix 2 on an exception basis.
- 1.17 A number of actions that are At Risk relate to capital programmes and projects, where current inflation levels and supply chain challenges are creating very significant levels of risk and uncertainty regarding current capacity to deliver as planned within available resources, a challenge common to all Councils.
- 1.18 One of the Councils 18 strategic risks relates to Adult Social Care and Health directly and currently has a red status (widening of social, health, and economic inequalities post pandemic), and two other red rated strategic risks relating to inflation and the cost of living, and the economy may impact on service provision and service demand. At service level two risks are rated red and have been higher than target for 3 quarters, those being the risk of care market failure and the risk of an ongoing impact on public health resources of responding to Covid-19.

2. Performance against the Performance Management Framework

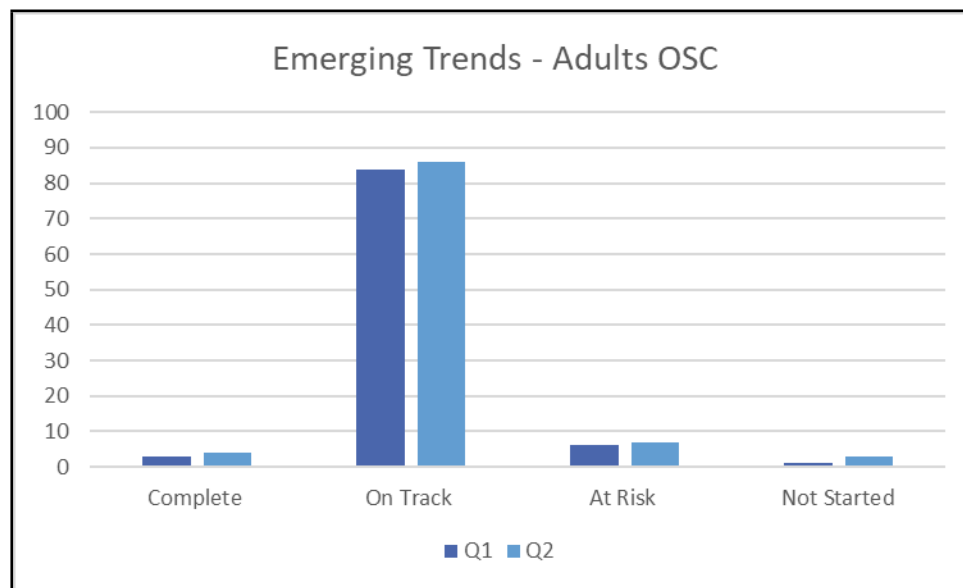
- 2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition to these, there are three further areas to support the Council to be known as 'a Great Council and Partner'. The full performance summary is contained in Appendix 1.
- 2.2 A set of high-level Warwickshire Outcome Measures, where we can influence improvement in performance but do not solely own, are also contained in the Performance Management Framework. Reporting against these is under development and will inform our ongoing State of Warwickshire reporting.

- 2.3 Comprehensive performance reporting is enabled through the Power BI link [2022/23 Performance Portal](#) as part of the revised and adopted Performance Management Framework.
- 2.4 The new approach to performance reporting is evolving, building on the recommendations of the Member Working Group. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.5 Of the 8 KBMs which are being reported at Quarter 2, 6 (75%) are On Track and 2 (25%) Not on Track.
- 2.6 All 8 measures have a forecast projection from the responsible service for the forthcoming period. 6 measures are forecasting to be On Track at Quarter 3, of which 4 are forecast to improve, and 2 to remain static over the next Quarter. 2 KBMs are forecast to be Not on Track at the next reporting period; with one KBM seeing performance improving and the other anticipating it to be declining.
- 2.7 As an agile approach is being taken towards the new Performance Management Framework, there is a development that has been proposed to and agreed by Cabinet. It has been approved that the KBM % of people living in fuel poverty (low income, high-cost methodology) is to become a Warwickshire Outcome Measure as the measure is being affected by many social, health, economic and environmental factors, including those that WCC can influence but does not have sole control over.

3. Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas against all Areas of Focus within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.
- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan is included at Appendix 2. A new [Power BI reporting dashboard](#) is now available and will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 3.3 Of the remaining 214 actions within the Integrated Delivery Plan, 28 are attributable to the Adult Social Care OSC. The majority of deliverables are On Track or complete (88%), with any exceptions covered in Appendix 2. Three percent of activities are yet to begin, with 7% At Risk.
- 3.4 Work on Extra Care Housing has become At Risk this Quarter due to staff being diverted to other critical issues. The aim is to return to plan within Quarter 3.

3.5 This Graphic shows emerging trends in terms of the statuses of the activities.



4. Management of Finance

4.1 The key metrics of financial management are summarised below with further information available in Appendix 3 and in the Finance Monitoring Report presented to Cabinet on 10th November 2022.

Metric	Target	Performance at Quarter 2 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	2.06% overspend
Performance against the approved savings target as measured by forecast under/overachievement	100%	No Variance
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	No Variance

4.2 The revenue overspend reported at Quarter 2 is partially funded by earmarked reserve for the home-base therapy discharge service and partially

from Covid grant income. Once these factors are taken into account the forecast position alters to £0.265m (0.12%) overspend.

5. Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level the following strategic risks more directly related to adult and health services are currently rated as red (high risk):
- Widening of social, health, and economic inequalities post pandemic.
- 5.2 Mitigating actions are in place in respect of this risk via recovery plans, investment funds, additional mental health resources, and People Strategy and Commissioning Plans. It is noted that whilst pandemic risk drivers of inequalities may be reducing, the worsening economic situation has the potential to drive inequalities.
- 5.3 Other strategic risks rated red will also impact on adult social care and health services, in particular inflation and the cost of living, and the economy slowing or stalling which may impact on service provision and service demand.
- 5.4 At a Service level there are 14 risks recorded against services relating to Adult Social Care and public health services. Key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target. Risk targets have been recently introduced and this is the second quarter reporting on this risk target metric. To highlight the key risks a table of both red risks and risks above target is provided at Appendix 4, and the risks that are both red and above target are the most significant risks which are:
- Market Failure and lack of sustainability of the care market; and,
 - If ongoing Covid-19 related response and recovery priorities for Public Health continue to absorb team resources, then other statutory and priority services can't be consistently fulfilled.
- 5.5 Mitigating actions are in place in relation to these risks, for example the use of a market viability framework, the use of market intelligence, market shaping, developing dashboards to highlight providers at risk, collaborative working across the Council and with partner organisations, reviews of public health priorities against available resources, enabling community and Voluntary and Community Sector (VCS) driven solutions, and involvement in the engagement with the Integrated Care Systems.

6. Environmental Implications

- 6.1 There are none specific to this report.

Appendices

- Appendix 1 – [Quarterly Performance Report](#)
- Appendix 2 – [Progress on the Integrated Delivery Plan](#)
- Appendix 3 – [Management of Financial Risk](#)
- Appendix 4 – [Management of Risk](#)

Background Papers

Cabinet Report 10th November 2022

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